



Space Florida

Space Florida

Facilities Tour & Board Meeting

October 20, 2006

9:00 a.m. – 3:00 p.m.

John F. Kennedy Space Center

Visitors Complex, Debus Conference Center

Call-in Number: 650.429.3300

Meeting Number/Password: 685 444 004

Space Florida Facilities Tour

9:00 a.m. – 11:30 a.m.

Operations and Checkout Building/Kennedy Space Center

Launch Complex 46

Reusable Launch Vehicle (RLV) Hangar

Space Life Sciences Lab

11:30 a.m. – 12:30 Noon

Lunch *(Boxed Meals will be provided to Board Members.)*



Space Florida

**TOUR ITINERARY FOR
SPACE FLORIDA BOARD OF DIRECTORS (14)
KENNEDY SPACE CENTER (KSC)
October 20, 2006**

KSC POC:

Jill Rock

Work: 321-867-7919

Group POC:

Cheryl Carr

Work: 321-730-5301 ext. 221

Cell: 321-431-8831

KSC Escort

Suzy Cunningham

Work: 321-867-4352

Cell: 321-431-4870

Transportation: 34-Passenger bus provided by TA

8:40 am	KSC Escort meets group in the Debus Conference Facility parking lot at the KSC Visitor Complex (KSCVC) and board the bus
8:50-9:00 am	Proceed to Operations and Checkout (O&C) Building
9:05-9:20 am	Meet Matt Carroll, O&C Cleanout Project Manager, and tour O&C
9:25-9:40 am	Proceed to the SLC 46
9:40-9:55 am	Drive by tour of SLC 46
9:55-10:25 am	Proceed to RLV Hangar via beach road .with windshield tour of SLC 47, LC 40, SLC 41, Shuttle Pad 39B, crawler-way, Crawler-Transporter, and Mobile Launcher Platform
10:25-10:40 am	Drive by tour of RLV Hangar
10:40-10:50 am	Drive to Space Life Sciences Laboratory (SLSL)
10:55-11:10 am	Tour of SLSL by Scott Vangen, 321-867-6144, NASA SLSL Operations Mgr.
11:15-11:20 am	Return to Debus Conference Facility parking lot



Space Florida

Board Meeting

12:45 p.m. – 1:45 p.m.

- | | | |
|-------------|--|--|
| I. | Welcome/ Roll Call | Governor Bush |
| II. | Pledge of Allegiance | Governor Bush |
| III. | Opening Remarks
Governor Bush | |
| IV. | Welcome from Kennedy Space Center | Bill Parsons
Deputy Director |
| | Welcome from the 45th Space Wing | Brig. General
Susan Helms
Commander |
| V. | Approval of August 30, 2006 Board Minutes | |



WELCOME FROM THE KENNEDY SPACE CENTER

BILL PARSONS
DEPUTY DIRECTOR



William (Bill) W. Parsons
Deputy Director
John F. Kennedy Space Center

William (Bill) W. Parsons is Deputy Director of the National Aeronautics and Space Administration's (NASA's) John F. Kennedy Space Center (KSC). His duties include assisting the Director in determining and implementing Center policy and in managing and executing KSC missions and Agency program responsibilities.

In 1990, Parsons joined the NASA team at Kennedy Space Center as a launch site support manager in the Shuttle Operations Directorate. He also worked as an executive management intern and later as a Shuttle Flow Director in the Shuttle Operations Directorate at KSC. In 1996, he became manager of the Space Station Hardware Integration Office at the Center.

In 1997, he was assigned to NASA's John C. Stennis Space Center as the Chief of Operations of the Propulsion Test Directorate. Parsons relocated to NASA's Johnson Space Center to become the Director of the Center Operations Directorate. He later served as the Deputy Director. In 2001, he returned to Stennis and served as Director of the Center Operations and Support Directorate. His first stint as Stennis Center Director came in August 2002.

Mr. Parsons, appointed as Space Shuttle Program Manager in 2003, led the return-to-flight activities for the Agency and played a major role in the success of the Discovery, STS-114, mission. He then returned to lead hurricane recovery efforts at Stennis and Michoud and to assume duties again as Director of Stennis Space Center.

Mr. Parsons has received numerous honors, including NASA's Exceptional Service Medal; the Silver Snoopy, awarded by astronauts for outstanding performance in flight safety and mission success; and the Center Directors' Commendation. He holds a bachelor's degree in engineering from the University of Mississippi and a master's degree in engineering management from the University of Central Florida.

Mr. Parsons resides in Merritt Island, Fla., with his wife and two children.

March 2006



WELCOME FROM THE 45TH SPACE WING

**BRIGADIER GENERAL
SUSAN J. HELMS**



BIOGRAPHY

UNITED STATES AIR FORCE

BRIGADIER GENERAL SUSAN J. HELMS

Brig. Gen. Susan J. Helms is Commander, 45th Space Wing; Director, Eastern Range, Patrick Air Force Base, Fla.; and Deputy Department of Defense Manager for Manned Space Flight Support to NASA. As the 45th Space Wing Commander, she is responsible for the processing and launch of U.S. government and commercial satellites from Cape Canaveral Air Force Station, Fla. She is the final approval authority for all launches on the Eastern Range, a 15-million-square-mile area that includes a network of radar, telemetry tracking, and telecommunication hardware operating at sites up the East Coast and in the Atlantic Ocean, including detachments at Antigua Air Station and Ascension Island. The range supports an average of 20 launches per year aboard Delta and Atlas Evolved Expendable Launch Vehicles, assuring access to space for America. General Helms also manages wing launch and range infrastructure supporting space launch and missile test operations.



General Helms was commissioned from the U.S. Air Force Academy in 1980. She has served as an F-15 and F-16 weapons separation engineer and a flight test engineer. As a flight test engineer, General Helms has flown in 30 types of U.S. and Canadian military aircraft. She has also served as project officer on the CF-18 aircraft as a U.S. Air Force Exchange Officer to the Canadian Aerospace Engineering Test Establishment.

Selected by NASA in January 1990, General Helms became an astronaut in July 1991. She flew on STS-54 (1993), STS-64 (1994), STS-78 (1996) and STS-101 (2000), and served aboard the International Space Station as a member of the Expedition-2 crew (2001). A veteran of five space flights, General Helms has logged 211 days in space, including a spacewalk of eight hours and 56 minutes, a world record.

EDUCATION

1980 Bachelor of Science degree in aeronautical engineering, U.S. Air Force Academy, Colorado Springs, Colo.
1985 Master of Science degree in aeronautics/astronautics, Stanford University, Calif.
1988 Flight Test Engineer Course, USAF Test Pilot School, Edwards AFB, Calif.

ASSIGNMENTS

1. July 1980 – March 1984, F-15/F-16 weapons separation engineer, Air Force Armament Laboratory, Eglin AFB, Fla.
2. March 1984 – June 1985, graduate student, Stanford University, Calif.
3. July 1985 – December 1987, assistant professor of aeronautics, U.S. Air Force Academy, Colorado Springs, Colo.

4. January 1988 – December 1988, student, USAF Test Pilot School, Edwards AFB, Calif.
5. January 1989 – June 1990, CF-18 flight test engineer, Aerospace Engineering Test Establishment, Canadian Forces Base, Cold Lake, Alberta, Canada
6. July 1990 – July 2002, astronaut, Johnson Space Center, Houston, Texas
7. July 2002 – June 2004, Chief, Space Superiority Division, Directorate of Requirements, Headquarters U.S. Air Force Space Command, Colorado Springs, Colo.
8. June 2004 – February 2005, Vice Commander, 45th Space Wing, Patrick AFB, Fla.
9. March 2005 – May 2006, Deputy Director, Operations (Technical Training), Headquarters Air Education and Training Command, Randolph AFB, Texas
10. June 2006 – present, Commander, 45th Space Wing, Patrick AFB, Fla.

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal with oak leaf cluster
Legion of Merit with oak leaf cluster
Defense Meritorious Service Medal with two oak leaf clusters
Meritorious Service Medal with oak leaf cluster
Air Force Commendation Medal
NASA Distinguished Service Medal
NASA Outstanding Leadership Medal

OTHER ACHIEVEMENTS

1983 Junior Engineer of the Year, Air Force Armament Laboratory
1988 Distinguished Graduate, USAF Test Pilot School, and winner of the R.L. Jones Award for Outstanding Flight Test Engineer
1990 Aerospace Engineering Test Establishment Commanding Officer's Commendation, Canadian Forces, Canada
1996 Outstanding Young Houstonian
2002 Women in Aerospace Outstanding Achievement Award

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 28, 1980
First Lieutenant May 28, 1982
Captain May 28, 1984
Major Oct. 1, 1991
Lieutenant Colonel March 1, 1994
Colonel Feb. 1, 2000
Brigadier General June 23, 2006

(Current as of June 2006)



Space Florida

Approval of Minutes

August 30, 2006 Board Meeting



Space Florida

VI. President's Report -Transition Update

**Steve Kohler,
President**

Board Action Items:

- Adoption of July 1, 2006 -June 30, 2007 Budget
- Shuttle Launch Experience Loan Increase
- Appointment of Treasurer
- Space Florida Fiscal Policy
- Signature Authorization
- Executive Committee Appointments

VII. Framework for Space Florida Business Plan

**Steve Kohler,
President**



Space Florida

Space Florida Transition Checklist – October 20, 2006

- **Completed Tasks:**
- Interim Staffing Assistance
- Authorize signature for Space Florida
- Secure federal tax number (EIN)
- Filing requirements for Chapter 189 F.S. (Special Districts)
- Secure copies of property inventories
- Contact the auditing firms for the dissolving entities
- Notification of safeguarding assets
- Develop draft budget for Space Florida
- Finalize bridge funding for the dissolving entities
- Determine accounting software for Space Florida
- Establish checking accounts for Space Florida
- Secure a corporate credit card for Space Florida
- Finalize IT issues (LAN and software)



Space Florida

- Establish Sweep Accounts at Riverside Bank
- Mail notification letters to contractors regarding the creation of Space Florida
- Bind property and liability insurance coverage for the SLS Lab
- Evaluate payroll service proposals-payrolls will be processed by Space Florida staff
- Finalize Space Florida Bylaws
- Finalize Space Florida Personnel & Code of Ethics policies
- Compile employee applications for the Space Florida President
- Conduct physical inventory of property and equipment at the SLS Lab
- Conduct physical inventory of property and equipment at the FSRI location
- Conduct physical inventory of property and equipment at the FAFC location
- Secure on behalf of Space Florida: Dun & Bradstreet D-U-N-S number, sales tax exemption number, Cage Code number, and Central Contractor Registration number
- Bind general liability, automobile, property, and workers compensation insurance coverage



Space Florida

- Finalize employee health insurance plan and employee retirement plan
- Finalize employee life insurance, disability insurance, dental and vision plans
- Develop Transition Notebook for Space Florida President
- Register Space Florida as a reporting entity with the Commission on Ethics
- Establish authority to issue access badges for Cape Canaveral Air Force Station
- Transfer title for FSA vehicles to Space Florida
- Draft the Travel and Entertainment Rules required by Ch. 2006-60, Laws of Florida
- Move Space Florida staff and equipment to the Astronaut Memorial Foundation
- **Tasks in Progress:**
- Finalize the partnership contract between Office of Tourism, Trade & Economic Development (OTTED) and Space Florida
- Conduct a physical inventory of FSA tangible personal property and tag each item
- Secure CFO approval for the Space Florida Travel and Entertainment Rules
- Develop options for Space Florida Headquarters (permanent location)
- Staffing Recruitment by Space Florida President
- Process for development of Space Florida Business Plan
- Execute Brevard MPO Agreement with Space Florida



Space Florida

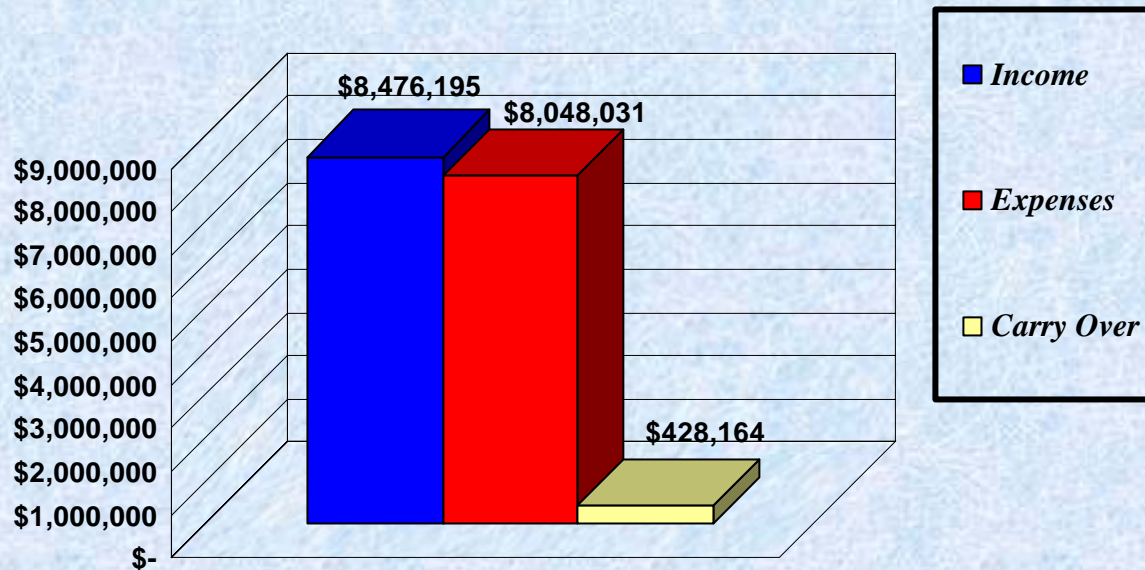
Cash and Reserve Account Detail

Space Florida Beginning Balances	4,277,820.38	Actual Transfer to Space Florida 09/05/06
Reserve-Potential Future Unemployment Compensation Liability	113,000.00	Unemployment liability has not yet determined
Reserve-Pioneer Cup Funds	-	
Reserve-SLS Lab Fixed Capital Outlay Balance	776,484.00	
Reserve-Spaceport Planning & Development FY 06	95,420.00	
Reserve-Space Business Development FY 06	48,331.00	
Reserve-SLS Lab Operations and Maintenance	1,265,000.00	This account has been rolled into the Space Florida Operating Account.
Reserve-Space Exploration Initiatives	1,096,952.14	Balance as of 09/30/06 for CEV Account
Total Reserves	3,395,187.14	
	314,020.32	Remaining FSA Bank Balance 10/12/06 (Waiting for checks to be cleared and FAS deposits to be released)
Total Non-Reserved Operating Funds available 10/01/06 (Checking account balances less reserves)	1,196,653.56	



Space Florida

Space Florida 10 Month Budget Summary FY 2007





Space Florida

Projected Income Statement

10 Month FY 2007

Income:

Facility Leases	\$	1,811,741
Total Appropriations	\$	6,400,554
Total Other Project Revenues	\$	263,900

Total Revenue**\$ 8,476,195****Expenses:**

Total Salary Wages & Benefits	\$	1,230,494
Bus Develop & Financing Activities	\$	2,200,000
Education Incentives	\$	1,400,000
Consulting Services	\$	562,200
Insurance-G/L, W/C, Auto, Property & Crime	\$	452,870
SLSL Operations, Maintenance & Management Expenses	\$	456,033
General Office Expenses	\$	356,150
Legal Expenses	\$	278,000
Marketing	\$	192,500
Subcontracting Services	\$	190,000
SRMU-Camp Blanding Use Permit Fee	\$	128,670
Office Lease	\$	102,000
Travel & Lodging	\$	105,600
Consulting Services-CEV	\$	33,664
FAS-Irish Science Challenge Programs	\$	80,000
Staff Recruitment	\$	77,500
Operations & Maintenance for RLV Hangar-SGS	\$	75,000
Office and Grounds Maintenance	\$	45,100
Educational Development Programs in Place	\$	32,750
SRMU O & M	\$	49,500

Total Expenses**\$ 8,048,031****Total Net Including Cash****\$ 428,164**



Space Florida

BOARD OF DIRECTORS SHUTTLE LAUNCH EXPERIENCE SUMMARY

On July 12, 2005, Bank of America, N.A. (the "Bank") made a loan of \$35,000,000 to Florida Space Authority ("FSA") to fund the construction of the Shuttle Launch Experience at the Kennedy Space Center Visitor Complex ("KSCVC").

The Shuttle Launch Experience is an interpretive exhibit related to the Space Shuttle Program and providing a launch simulation experience. The project also includes renovation of the bus boarding loop at the KSCVC.

The NASA Concessioner operates the KSCVC pursuant to a Concession Agreement with NASA. Under the terms of the Concession Agreement, the NASA Concessioner is required to collect certain ticket surcharges and use the surcharges for improvements to the facilities at the KSCVC. In the Use Permit, NASA agrees that the Capital Improvement Account surcharges (the "CIA Surcharges") can be pledged by FSA to the Bank to secure repayment of the loan. FSA entered into a Pledge Agreement and a Credit Agreement with the Bank with respect to the pledge of the CIA Surcharges for repayment of the loan.



Space Florida

The maturity date for the loan is June 30, 2015. The principal is to be amortized on a 25 year schedule, with payment of all unpaid principal on the maturity date. The interest is calculated on a LIBOR based rate, and a swap transaction was used to fix the rate on \$17,500,000 of the principal balance. The CIA Surcharges are dedicated to payment of interest, payment of the scheduled principle payments and pre-payment of the outstanding balance on the loan. Based on current financial projections for KSCVC visitation and collection of CIA Surcharges, it is expected that the loan will be repaid in full by July, 2013.

Application to Bank of America for Increase in the Loan Amount from \$35,000,000 to \$40,000,000.

NASA and the NASA Concessioner are proposing that the loan be increased from \$35,000,000 to \$40,000,000. This increase in principal is expected to extend the term of the loan to July, 2014.



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The Shuttle Launch Experience will open to the public in May, 2007. NASA and the NASA Concessioner would like to use the last 6-9 months of the construction period to accomplish needed repairs to the KSCVC to improve areas that receive the highest levels of visitor traffic. There are two existing projects that will result in significant improvements to these areas.

The first project is the bus loop area. This project is funded out of the original loan for the Shuttle Launch Experience. The second project is referred to as "NASA Central," and it is funded out of separate improvement funds maintained by NASA. Unfortunately, there is a gap between the bus loop project and NASA Central. It is a very visible area that received high visitor traffic.



Space Florida

NASA and the NASA Concessioner would like to complete improvements to this area between the bus loop and NASA Central before the opening of the Shuttle Launch Experience. After the grand opening of the Shuttle Launch Experience, it will be very disruptive to do work in this area. The improvements will consist of new concrete, planters, landscaping, a water feature, a retail kiosk for Kodak Imaging products and a pizza kiosk. Projections by the NASA Concessionaire indicate that this work can be completed for \$4,000,000 leaving a \$1,000,000 contingency available for the last phase of construction for the Shuttle Launch Experience.

We ask for the support of Space Florida in applying to the Bank for an increase in the loan. NASA and NASA Concessioner believe that the Bank will approve this request. The increase in the loan amount can be accomplished very quickly, with minor amendments to the existing Use permit, Pledge Agreement and Credit Agreement.

The Shuttle Launch Experience and the improvements described above are very important aspects of a plan by NASA and the NASA Concessioner to increase visitation for the KSCVC. This will mean that hundreds of thousands of additional visitors will come to the KSCVC each year to be educated about space exploration and the NASA story.



Space Florida

RESOLUTION

of the

Space Florida

Board of Directors

pertaining to its

Fiscal Policy and Administrative Matters

WHEREAS, Space Florida is an independent special district, a body politic and corporate, and a subdivision of the State of Florida created by Chapter 2006-60, Laws of Florida, for the purpose of strengthening the state's leadership in civil, commercial, and military aerospace activity; and

WHEREAS, the legislature of the State of Florida intends Space Florida to be the single point of contact for state aerospace-related activities with federal agencies, the military, state agencies, businesses, and the private sector; and

WHEREAS, Space Florida is intended by the legislature to enable the state to emerge as a leader in the nation's new vision for space exploration and commercial aerospace opportunities, including the integration of space, aeronautics, and aviation technologies; and

WHEREAS, Space Florida is the successor organization to the Florida Space Authority, the Florida Space Research Institute, and the Florida Aerospace Finance Corporation; and



Space Florida

WHEREAS, in transitioning to being successor to those three previously-existing state agencies, Space Florida has received and undertaken all records, property, obligations, and unexpended balances of appropriations, allocations, and other funds of those now-dissolved entities; and

WHEREAS, to ensure the effective and efficient operation and administration of Space Florida and its activities and purposes, the Board of Directors of Space Florida intends now to exercise powers granted to it under Sections 331.308, 331.309, and 331.310 of Florida Statutes (as amended by Sections 8, 9, and 10 of Ch. 2006-60, Laws of Florida) by designating a treasurer, delegating authority to execute contracts on behalf of the Board of Directors and Space Florida, and approving certain fiscal policies.



Space Florida

***NOW THEREFORE, BE IT RESOLVED BY THE
BOARD OF DIRECTORS OF SPACE FLORIDA:***

- 1. Designation of Treasurer.** Pursuant to Section 331.309 of Florida Statutes, the Board of Directors designates the Space Florida employee serving as Chief Financial Officer to be the treasurer of Space Florida and to exercise the authority and fulfill the duties of the treasurer as delegated and assigned from time to time by this Board and by the laws of the State of Florida. When the position is vacant from time to time, the President of Space Florida shall be the interim treasurer.



Space Florida

2. **Execution of Contracts.** Pursuant to Section 331.310 of Florida Statutes, the Board of Directors authorizes the President of Space Florida to execute and deliver contracts (whether styled as contracts, agreements, interlocal agreements, memoranda of understanding, or otherwise) that are approved from time to time by the Board of Directors. Furthermore, when expressly authorized by the Board, the President may negotiate, enter into, execute, and deliver contracts on behalf of Space Florida, but only to the extent such authority has been expressly delegated and subject fully to such parameters, restrictions, limitations, and conditions as the Board may impose.



Space Florida

3. **Approval of Space Florida Fiscal Policies.** Pursuant to Section 331.310 of Florida Statutes, the Board of Directors approves the "Space Florida Travel and Finance Policies" attached to this resolution as Exhibit A. Articles III and IV of the Policies, pertaining to travel and expense procedures and to state travel contracts, respectively, are approved by the Board for adoption effective only if and when approved by the Chief Financial Officer of the State of Florida, as required by Subsection 331.3101(2) of Florida Statutes.

RESOLVED this 20th day of October, 2006.

SPACE FLORIDA

By: Its Board of Directors

By: _____

Chair

ATTEST:

By: _____

Title: _____



Space Florida

Space Florida Board of Directors

Executive Committee Appointments

Governor Bush

Joseph Wiendl

John Adams

Curtis Austin

Courtney Stadd



Space Florida

Proposed Business Plan Framework



Space Florida

Proposed Business Plan Framework			
	Immediate Actions (through 2007?)	Medium-Term Actions	Long-Term Outcome (by 2010 and beyond)
Business Development	<ul style="list-style-type: none"> Capture CEV as anchor 	<ul style="list-style-type: none"> Transition strategies as needed 	<ul style="list-style-type: none"> Retain premier role in civil space launch and broaden state's capabilities throughout supporting value chain
	<ul style="list-style-type: none"> Leverage CEV-related investments (e.g., small business set asides) 		<ul style="list-style-type: none"> Achieve critical role in DoD operational responsive space launches
	<ul style="list-style-type: none"> Capture COTS related investments 		<ul style="list-style-type: none"> Achieve critical role in commercial space activity
	<ul style="list-style-type: none"> Confirm availability of tools needed for space-related business development 		<ul style="list-style-type: none"> Space tourism
	<ul style="list-style-type: none"> Markets initial assessment 		<ul style="list-style-type: none"> Cargo (FedEx/LEO)
	<ul style="list-style-type: none"> Emerging opportunities capture strategies 		<ul style="list-style-type: none"> Expand space-related economic activity throughout Florida
Spaceport Operations	<ul style="list-style-type: none"> Streamline commercial access to space at Cape Canaveral (universal documentation system, flight termination systems, etc) 	<ul style="list-style-type: none"> Transition strategies as needed 	<ul style="list-style-type: none"> Reduce cost/time for commercial access to space at Cape Canaveral facilities (180 days)
	<ul style="list-style-type: none"> Assess/set priorities for upgrades to existing Space Florida infrastructure 		<ul style="list-style-type: none"> Reinvestment in Cape infrastructure and technologies to support post-Shuttle environment
	<ul style="list-style-type: none"> Advocate for needed federal investments to civil and military infrastructure at Cape 		<ul style="list-style-type: none"> Operating commercial spaceport focused on horizontal launches and located separately from federal lands at the Cape



Space Florida

Workforce, Education, and Research	<ul style="list-style-type: none"> • Develop strategy to retain Space Shuttle workforce/transition to CEV 	<ul style="list-style-type: none"> • Transition strategies as needed 	<ul style="list-style-type: none"> • Develop and retain critical workforce skills to support civil, military, commercial space programs
	<ul style="list-style-type: none"> • Support and leverage enhanced state focus on STEM education 		<ul style="list-style-type: none"> • Begin development of next generation of space researchers and skilled workers in Florida
	<ul style="list-style-type: none"> • Create center of excellence in space research and technology 		<ul style="list-style-type: none"> • Position Florida as global leader in space research and development (center of excellence)
	<ul style="list-style-type: none"> • Identify best practices in existing space education, research, and workforce activities 		
Organization and Resources	<ul style="list-style-type: none"> • Transition to operating agency with appropriate staffing level 	<ul style="list-style-type: none"> • Transition strategies as needed 	<ul style="list-style-type: none"> • Retain and develop necessary staff resources
	<ul style="list-style-type: none"> • Primary reliance on state general fund appropriations 		<ul style="list-style-type: none"> • Shift toward self-sustaining financial model
	<ul style="list-style-type: none"> • Intensive board involvement to provide strategic direction 		<ul style="list-style-type: none"> • Exit strategy development
	<ul style="list-style-type: none"> • Diversification of revenue streams 		<ul style="list-style-type: none"> • Oversight and counsel provided by Board
			<ul style="list-style-type: none"> • Statewide leadership and coordination provided to other agencies and associations



Space Florida

VIII. Partnership Presentations

- | | |
|---|-------------------------------------|
| • Office of Tourism, Trade & Economic Development | Dr. Pam Dana,
Director |
| • Enterprise Florida, Inc. | John Adams,
President |
| • Workforce Florida, Inc. | Curtis Austin,
President |
| • Department of Education | Comm. John Winn |



Our Mission



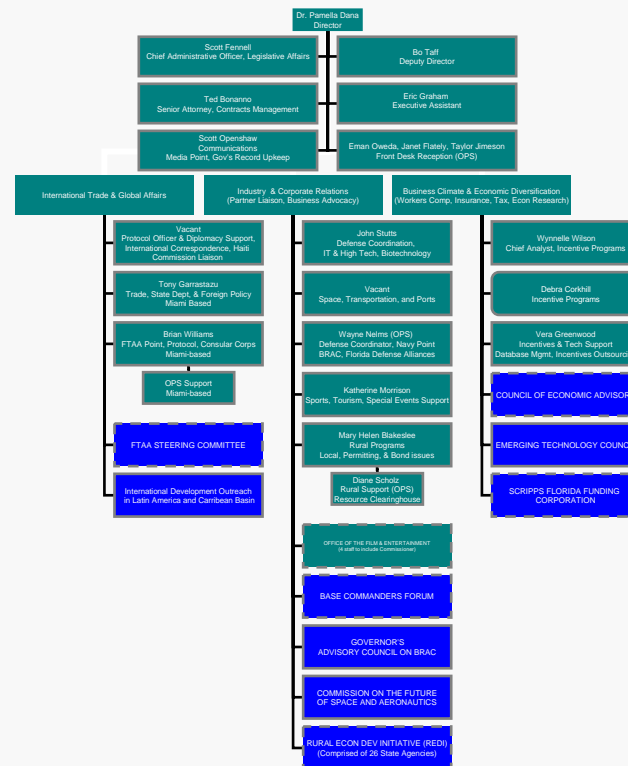
Created in 1996 by the Legislature, the **Office of Tourism, Trade and Economic Development (OTTED)**, within the Executive Office of the Governor, assists the Governor, Lieutenant Governor, and Legislature to formulate policies and strategies designed to provide economic opportunities for all Floridians.

The State of Florida has an important role to play in promoting an economic climate in which Florida's businesses can be competitive and productive with minimal government interference. OTTED provides executive direction and staff support to develop policies and advocate for economic diversification and improvements in Florida's business climate and infrastructure. Economic development programs are implemented through public/private partnerships for which OTTED provides direct oversight.

Organizational Chart



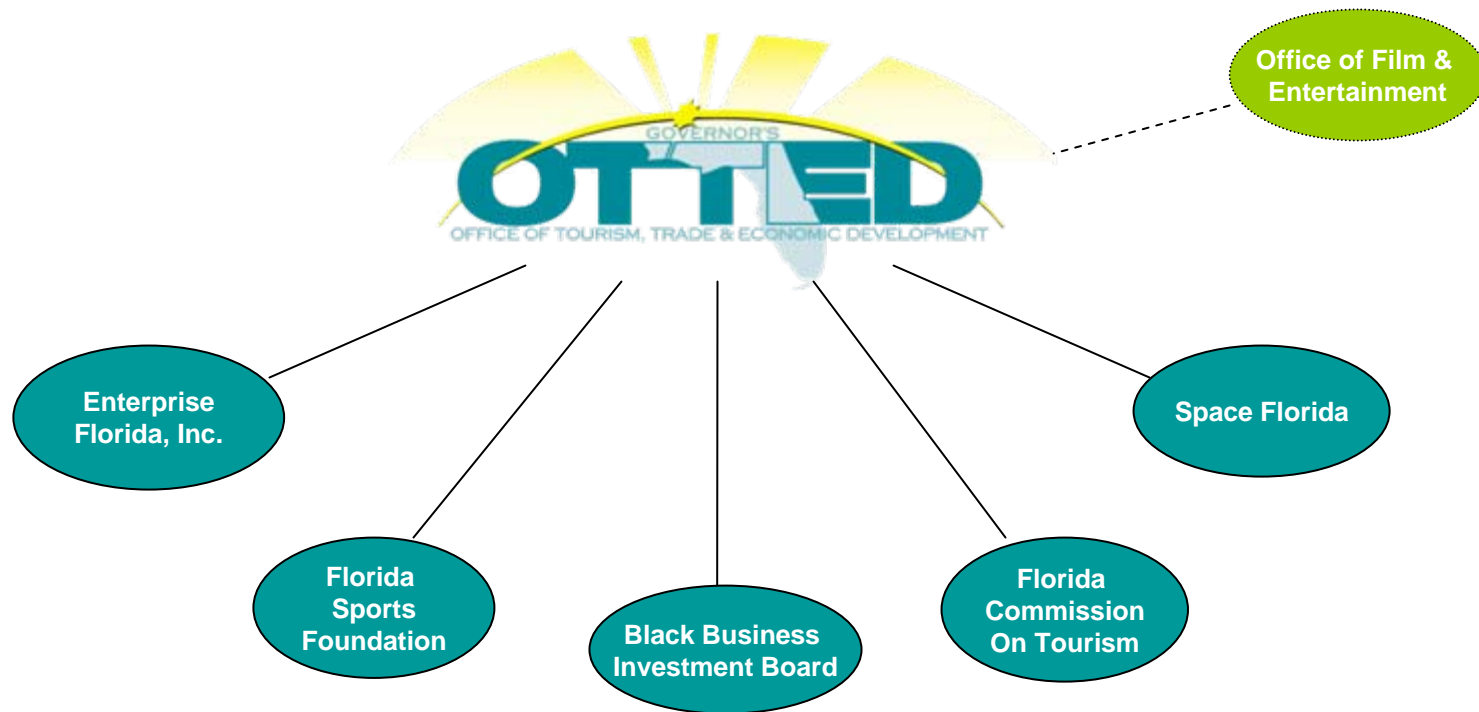
GOVERNOR'S OFFICE OF TOURISM, TRADE & ECONOMIC DEVELOPMENT 21 Positions



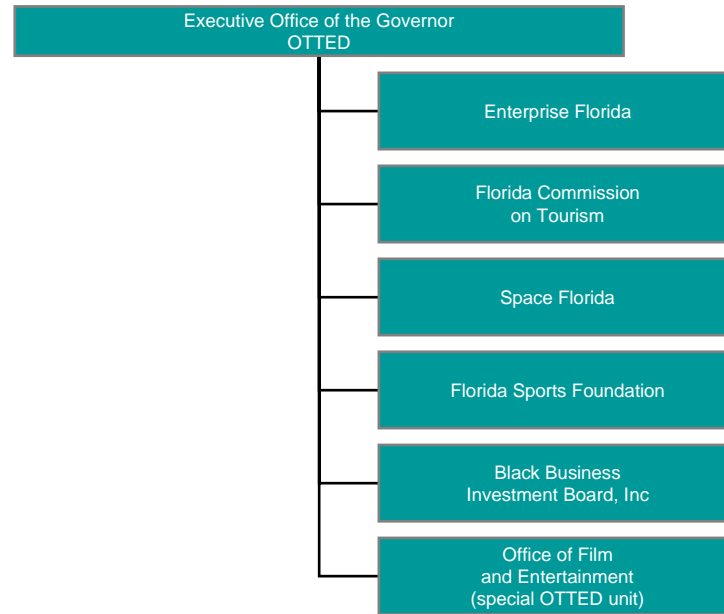
Public/Private Partnerships



As part of its role, OTTED oversees the activities of seven public/private partnerships which serve to increase trade, job creation, and critical industry development in Florida. Each partnership focuses on a unique area of economic program development. In addition, while part of OTTED staff and structure, the Office of Film & Entertainment is a special unit that operates semi-autonomously from OTTED. Current year budget (FY 06/07) is \$414,181,631. of which \$235 million are one time funds (\$200M innovation fund, \$35M CEV recruitment), and \$45 million for an ramped up Quick Action Closing Fund (normally capped at \$10 million).



Partnerships



Enterprise Florida, Inc.



Enterprise Florida is a partnership between Florida's business and government leaders and is the principal economic development organization for the State of Florida. Its mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. The organization pursues this mission in cooperation with its statewide network of economic development partners.

In addition to its work in strengthening Florida businesses, attracting targeted industries to the state, and helping Florida companies tap the international marketplace, Enterprise Florida works with its partners to continually improve Florida's business climate against global standards of competitiveness.

In 1996, Florida became the first state in the country to place principal responsibility for economic development, international trade, research, and business image marketing in the hands of a business-government partnership. The move was the result of several years of effort by business and government leaders.

Enterprise Florida is governed by a board of directors chaired by Governor Jeb Bush. The board consists of prominent business, economic development, and government leaders from throughout Florida.

Headquartered in Orlando, Enterprise Florida also has offices in Miami and Tallahassee; and representation in 12 locations worldwide assisting Florida companies seeking to become involved in global business.

VISIT FLORIDA



The Florida Commission on Tourism is the public/private partnership responsible for the vitality and growth of Florida's tourism industry. Promoting Florida as the premier travel destination, both domestically and internationally, is the major focus of the Commission's direct support organization, **VISIT FLORIDA ("FLA USA")**.

VISIT FLORIDA creates and implements advertising, promotional, and public relations activities to increase vacation, business, conference, and incentive travel to Florida. It also assists in the development of nature-based, historical, and cultural tourism. Leveraging funds appropriated by the state with private sector contributions, VISIT FLORIDA is enabled to greatly enhance promotion of the state's tourism assets and prospects.

Among its activities, VISIT FLORIDA:

- Coordinates direct mass media marketing to consumers, both domestically and internationally;
- Works with the world's major travel writers and broadcasters and produces print and broadcast promotions;
- Compiles the state's official air and auto visitor numbers, tracks tourism trends, and conducts surveys to assess the effectiveness of advertising and marketing efforts; and
- Operates the state's five Official Florida Welcome Centers at I-10 in Pensacola, U.S. 231, I-75, I-95, and the Florida Capitol.

Florida Sports Foundation



The Florida Sports Foundation, Inc. is the official sports promotion and development organization for the State of Florida. It is charged with the promotion and development of professional, amateur, recreational sports, and physical fitness opportunities that produce a thriving Florida sports industry and environment.

With a seemingly endless list of sporting ventures and venues, the Florida Sports Foundation strives to promote Florida's unique sports industry. The Foundation's staff is dedicated to serving the needs and interests of Florida's sports community and assists with all questions concerning Florida sporting activities and issues.

To create the thriving sports industry and environment, the Florida Sports Foundation:

- Provides grants to support sporting events that bring out-of-state visitors to Florida;
- Produces and distributes annual golf, fishing and boating, and baseball spring training guides for both in-state and out-of-state tourists; and
- Organizes the annual Sunshine State Games, an Olympic-style festival for Floridians of all ages, and the Florida Senior Games State Championships for senior athletes, age 50 and over.

Black Business Investment Board



The Black Business Investment Board, Inc. (BBIB) provides technical assistance and capitalization programs to encourage growth of Black-owned businesses in Florida. The FBBIB was established by the Legislature in 1985 to address three major concerns to black business development in Florida: limited access to technical assistance, limited access to capital, and limited access to opportunities. The FBBIB addresses these, and other related issues, primarily through program activity facilitated by a network of seven regional Black Business Investment Corporations (BBICs) and the statewide BBIC. The regional BBICs provide technical assistance, loan guarantees, and direct lending products to Florida's Black-owned businesses in a 29 county service area, while the statewide BBIC provides similar services to Black-owned businesses in 38 counties outside of the regional BBICs service area. In addition to the financing and technical assistance products and services, the FBBIB:

- Administers the statewide Franchise Finance and Development Program;
- Under a contract with the Office of Urban Opportunity (DCA), administers a specific loan program that provides direct loans, loan guarantees, and technical assistance for economic development initiatives in the six designated Front Porch Florida neighborhoods; and
- Sponsors "Black Business Investment Days" which brings African-American business owners and supporters from around Florida to Tallahassee to network with other entrepreneurs, government representatives, and procurement officials from various government agencies.

Office of Film and Entertainment



The **Office of Film & Entertainment** is a special unit within the Office Tourism, Trade, and Economic Development is charged to provide wholesale service and support to promote and build the Film and Entertainment Industry in Florida. From facilitating a request from a production company to film on state-owned lands, to recruiting film and entertainment companies to produce in Florida, the Office of Film & Entertainment strives to be the one-stop shop to serve all of the industry's needs in the state of Florida.

The motion picture industry sector is a vital part of the Florida economy. The industry comprises over 3500 establishments, and over 39,000 full time employees. By including freelance workers for every full-time employee, the industry is comprised of nearly 80,000 high-skill, high-wage workers earning an average of over \$50,000 per year. In 2000, the industry generated over \$3 billion in economic impact in the state, from motion picture productions, music videos, and television movie productions, to commercials, still photography, and digital media.

Space Florida



Space Florida was created as a state government space agency during the 2006 legislative session to coordinate all space-related initiatives in Florida. Space Florida is focused on aerospace business development and job creation, financing, spaceport operations, research and development, workforce development, and education. Space Florida is broadly empowered to own, operate, construct, finance, acquire, extend, equip and improve space infrastructure for governmental and commercial space clients. Space Florida also works to develop the nation's fledgling space tourism industry as well as ensure the State of Florida is the new home of the construction and launch for the next generation space vehicle, known as Orion. It has unique partnerships with the Department of Education, Enterprise Florida, Inc., the Department of Transportation, and Workforce Florida.

Florida Space Programs Budget



44	Space Florida	7,000,000	0
45	Space Florida - Operations (10 Months)	2,400,554	
46	2 Month transition funding for dissolving entities	599,446	
47	Space Florida - Educational Programs and Financing	4,000,000	

Economic Development Programs



Beyond oversight of public/private partnerships, OTTED also:

- Serves as state point on rural development issues in part through oversight of Rural Economic Development Initiative (REDI), rural infrastructure loans and grants,
- Administers military and defense retention, expansion, and grant programs, and oversees bi-annual Base Commanders Forums, as well as Governor's BRAC Advisory Council activities
- Administers international trade programs through the oversight of international trade and investment, diplomacy, and consular affairs.
- Coordinates and staffs the Emerging Technology Commission, the Governor's Council of Economic Advisors, the Scripps Florida Finance Corporation, and the Haiti Commission.
- Approves and certifies business expansion and retention incentive programs (e.g. qualified target industry tax refund, the qualified defense tax refund, and high impact industry grants, bond financing programs, and defense grant programs);
- Manages community development programs such as enterprise zones, community contribution tax credits and the urban and rural job tax credit programs;
- Serves as lead agency for expediting permit process on economic development projects;
- Maintains extensive interaction with business, economic development, and community leaders to advocate on their behalf to the Governor and Legislature; and,

Financial Incentives



- **Qualified Target Industry Tax Refund Program (QTI)** – Designed to encourage the creation of high-skill jobs and encourage the growth of corporate headquarters and other targeted industries. QTI provides a tax refund of \$3,000 per new job created in Florida through the expansion of existing Florida businesses or the location of new ones. (This increases to \$6,000 per job within an Enterprise Zone or Rural County). A business is eligible for a \$1,000 per job bonus if it pays over 150% average wage in the area, and a \$2,000 per job bonus if over 200%. Projects must be supported by their community to the amount of 20% of the incentive.
- **Qualified Defense Contractors Tax Refund Program (QDC)** – A tool to preserve and grow Florida's high technology employment base – giving Florida companies a competitive edge as defense contractors consolidate defense contracts, acquire new contracts, or convert to commercial production. Pre-approved projects receive tax refunds of up to \$5,000 per job created or saved in Florida. Projects must be supported by their community, which provides funding for 20% of the incentive.
- **Economic Development Transportation Fund** – Referred to as the "Road Fund", this incentive is one of Florida's oldest incentive programs. It provides local governments with funding for transportation-related projects required to induce companies to locate, remain or expand within the local government's jurisdiction.
- **Rural Community Development Revolving Loan Program** – Created to promote the economic viability of rural communities and create jobs for residents of Florida's rural areas by leveraging the use of existing federal, state, and local financial resources. This program provides local governments with access to financial assistance through low-interest long-term loans.
- **Florida First Business Bond Pool** – Reserves 20% of Florida's total annual private activity bond allocation for large industrial projects making significant contributions to Florida's economy. Florida also reserves a portion of the total allocation to assist small manufacturers to obtain very cost-effective financing for expansion or relocation projects, if allocation is not available from the Manufacturing Facilities Bond Pool.
- **Enterprise Zone Program** – OTTED is responsible for the designation of enterprise zones and provides technical assistance to communities and businesses regarding the Enterprise Zone Program. The Program encourages the revitalization of economically distressed areas in Florida by providing credits against Florida's sales tax or corporate income tax to businesses located in an enterprise zone for hiring zone residents. Corporate income tax credits are available for businesses who construct or expand their facilities within a zone. Sales tax refunds are available when businesses purchase business equipment or building materials for use within a zone. Local governments can provide additional incentives for a zone located within their boundaries.

Financial Incentives



- **High Impact Performance Incentive Grants (HIPI)** – A negotiated incentive used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors. Once approved, the high impact business is awarded 50 percent of the eligible grant upon commencement of operations and the other half once full employment and capital investment goals are met.
- **Rural and Urban Job Tax Credits** – An incentive for eligible businesses located within one of 15 rural areas or 13 urban areas to create new jobs. The tax credit ranges from \$500 to \$2,000 per qualified employee and can be taken against either the Florida Corporate Income Tax or the Florida Sales and Use Tax. These tax credits are provided to encourage meaningful employment opportunities that will improve the quality of life of those employed and to encourage economic expansion of businesses in rural and urban areas of Florida.
- **Semiconductor, Space and Defense Sales and Use Tax Exemption** - Used to attract and grow businesses in these sectors by providing an exemption for all sales and use taxes on investments in machinery and equipment used in manufacturing and research.
- **Capital Investment Tax Credit (CITC)** – Used to attract and grow capital-intensive industries in Florida. It is an annual credit against the corporate income tax which is available for up to 20 years in an amount equal to 5% of the eligible capital costs generated by a qualifying project. Eligible capital costs include all expenses incurred in the acquisition, construction, installation and equipping of a project from the beginning of construction to the commencement of operations. Available to businesses in HIPI-designated sectors. Businesses must make an investment of at least \$100M to receive the full credit.
- **Brownfield Redevelopment Bonus** - Created by the Legislature in 1997 to encourage development of abandoned, idled or underused industrial and commercial sites where expansion or development is complicated by actual or perceived environmental contamination. The Bonus is designed to work with QTI projects, paying a bonus of \$2,500/job over and above the QTI award. The Bonus Program was expanded by the Legislature in 2000 and provides a \$2,500 per job award for non-QTI projects that meet job creation and capital investment.
- The **Community Contribution Tax Credit Program** – OTTED oversees the Community Contribution Tax Credit Program which encourages private sector donations to community redevelopment projects in enterprise zones and to low-income housing projects. A tax credit of 50% of the donation is allowed.
- The **Quick Action Closing Fund** – Used to attract high-impact business facilities, privately developed critical rural infrastructure, or key facilities in economically distressed urban or rural communities. It is a one time incentive that helps “close the deal” when a cost differential exists between the State of Florida and the competing State.

Advocacy Programs



OTTED is also involved with a number of advocacy and community development programs:

- **Critical & Emerging Industry Development/Business Climate** OTTED focuses on policies and strategies to further build critical or emerging industries (e.g. IT, Simulation, Photonics, Optics, Space, Defense, Biotech,) as well as focuses on transportation, infrastructure, workforce development, and other significant business climate issues.
- **Defense and Military Affairs** OTTED facilitates the state's programs related to military base retention and reuse, including the Governor's bi-annual meetings with base commanders from installations throughout Florida. OTTED oversees a variety of grant programs designed to assist defense communities and related businesses with defense retention, diversification, and transition efforts.
- **International Trade and Affairs** OTTED is the state point on overseeing and advocating for international trade and investment, diplomacy, and consular affairs. OTTED is actively involved in initiatives promoting the state's role as a major international gateway and trade hub. In fiscal year 2004/2005, the legislation transferred to OTTED the responsibilities of the Office of International Affairs, formerly with the Department of State, to promote coordinated implementation of international programs.
- **Minority and Urban-Core Business Advocacy** OTTED advocates on behalf of minority-owned business creation, retention, and expansion in part through its contracts with Enterprise Florida, the Florida Black Business Investment Board, as well as the Division of Minority Contracting (DMS).
- **Rural Economic Development** OTTED acts as an advocate and coordinator for rural issues and projects that are important to the economic capacity of Florida's rural communities. It also administers the Rural Economic Development Initiative (REDI), a multi-agency effort involving state and regional agencies and organizations.
- **Small Business Advocacy** Helping to encourage small business growth in Florida, OTTED reviews state agency rule changes and makes recommendations to the agencies to alleviate unnecessary or adverse effects on businesses.



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Workforce Florida's Investment in Florida's Aviation/Aerospace Industry

Curtis Austin
President
Workforce Florida, Inc.

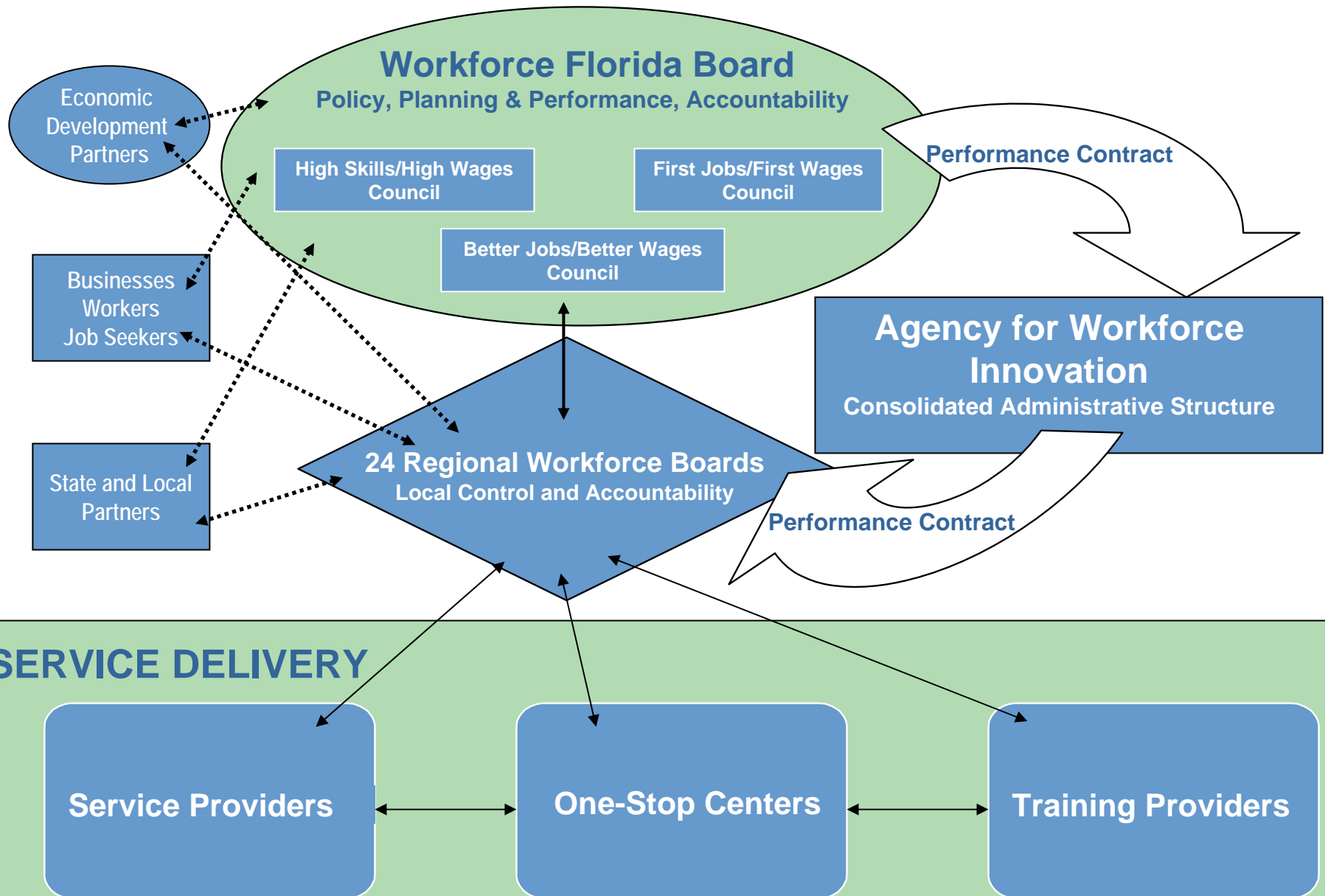
**Space Florida Board of
Directors Meeting**
October 20, 2006



Who is Workforce Florida?

- Workforce Florida, Inc.
- Agency for Workforce Innovation
- 24 Regional Workforce Boards
- Nearly 100 One-Stop Centers

THE FLORIDA WORKFORCE MODEL





Employ Florida

Employ Florida Marketplace - Home Page - Microsoft Internet Explorer provided by Workforce Florida

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Address <https://www.employflorida.com/default.asp> Go Links

Looking for employees? Looking for a job? Look no further...

Employ Florida	Services for Individuals	Services for Employers	About This Site
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Register or sign in here!

Home

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EMPLOY FLORIDA

Welcome

Welcome to Employ Florida!
Employ Florida introduces new features for jobseekers and employers! Searching for jobs and employees has never been easier with the new QuickSearch and advanced search functions. Read on to learn more about how Employ Florida is changing to fit your needs.

One-Stop Centers
Locate your local One-Stop

New or Returning Users

If you're a new user, [start here](#). If you're a returning user, please sign in with your username and password below:

Username

Password

Sign In

Please select a language:
☒ English ☐ Español

[Privacy Statement \(Please Read\)](#)
[Use these settings.](#)

Job Seekers

Get help selecting a new career, finding a new job, and locating suitable education or training.

start | Internet | 9:16 AM



Workforce Florida's Mission

Florida will develop the state's business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire state.



Aviation/Aerospace Investment \$9.8 million

Initiatives

- Quick Response Training (QRT) and Incumbent Worker Training (IWT) Grants
- Aerospace Resource Center
- Florida Advanced Learning Environment
- Technological Research & Development Authority
- Florida Aerospace Workforce Development Pilot Project
- Florida Aviation Aerospace Alliance/Florida State University Industry Assessment



QRT and IWT

Quick Response Training (QRT) and Incumbent Worker Training (IWT)

- 24 grants awarded
- \$6.3 million committed
- Number of people trained as of October 10, 2006:
2,094
- Projected number of additional people to be trained:
At least 2,173



Aerospace Resource Center

Florida Community College at Jacksonville
Brevard Community College
\$1.2 million

Goals

- Curricula Development and Replication
- Economic Development
- Talent Pipeline Development
- Training Provider and Clearinghouse



Florida Advanced Learning Environment

Florida Space Research Institute

\$1.4 million

Number of people trained in the first year:

1,400

Average users *annually*: 2,000



Technological Research & Development Authority

Florida Technological Research and Development Authority

\$594,000

Number of people trained: 2,085



Florida Aerospace Workforce Development Project

Florida Space Research Institute

\$174,700



FAAA and FSU Industry Assessment

Florida Aviation Aerospace Alliance

Florida State University

\$104,700



Workforce Florida and Space Florida

Taking Florida's Workforce to New Heights



Partnership Presentation

**Space Florida Board Meeting
October 20, 2006**

The 1,000,000 foot view!

EFL's mission: ***“To diversify Florida’s economy and create better-paying jobs for its citizens by supporting, attracting and helping to create businesses in innovative, high-growth industries.”***

EFI's Goals:

- I Accelerate** Florida's value-added economy
- II Partner** with stakeholders that promote and support economic development
- III Secure** adequate and sustainable public- and private-sector investment
- IV Attain** organizational excellence with measurable results

Business philosophy and drivers

- Professional services business model
- Highly specialized roles and expert staff
- Managing complex relationships statewide
- Emphasis on individual project ownership
- Premium on intellectual capital, R&D “intel”

Business model based on results & ROI

Structure of Florida's Economy

- Florida has multiple engines of economic growth ... not just a vibrant tourism industry

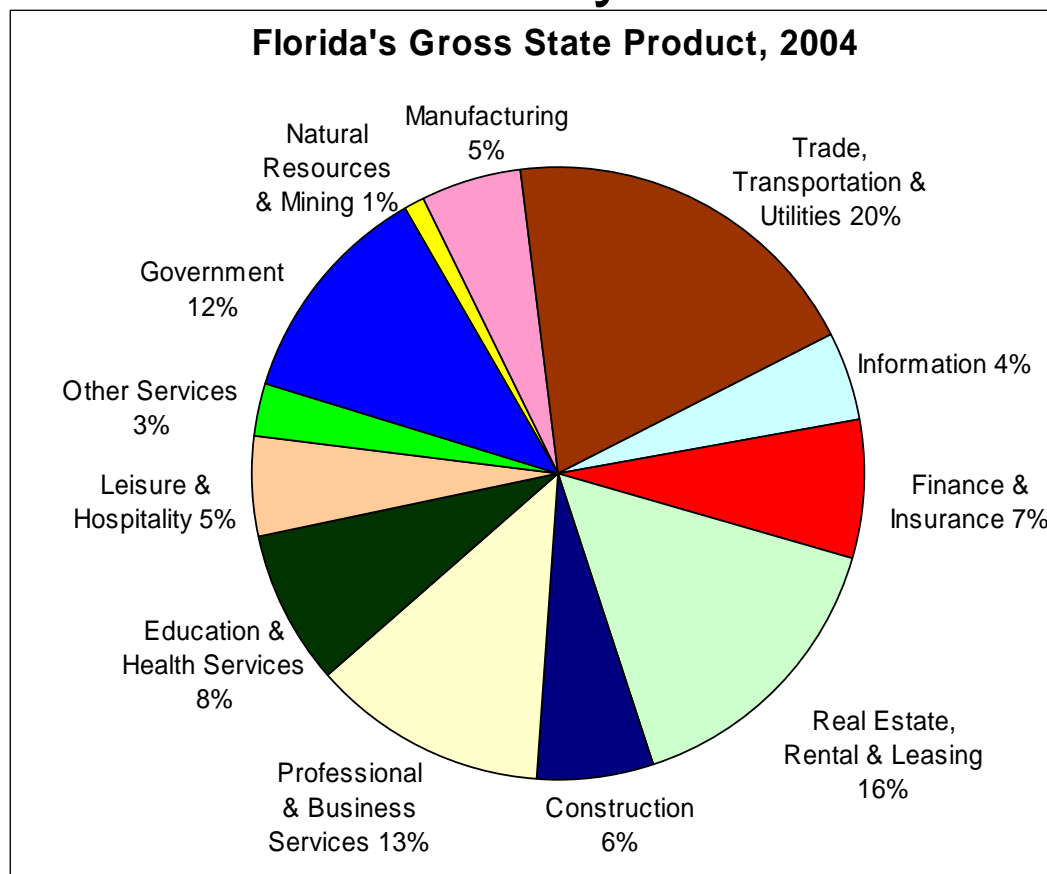
20% - Trade, transport & utilities

16% - Real estate

13% - Services

12% - Government

8% - Education & health services

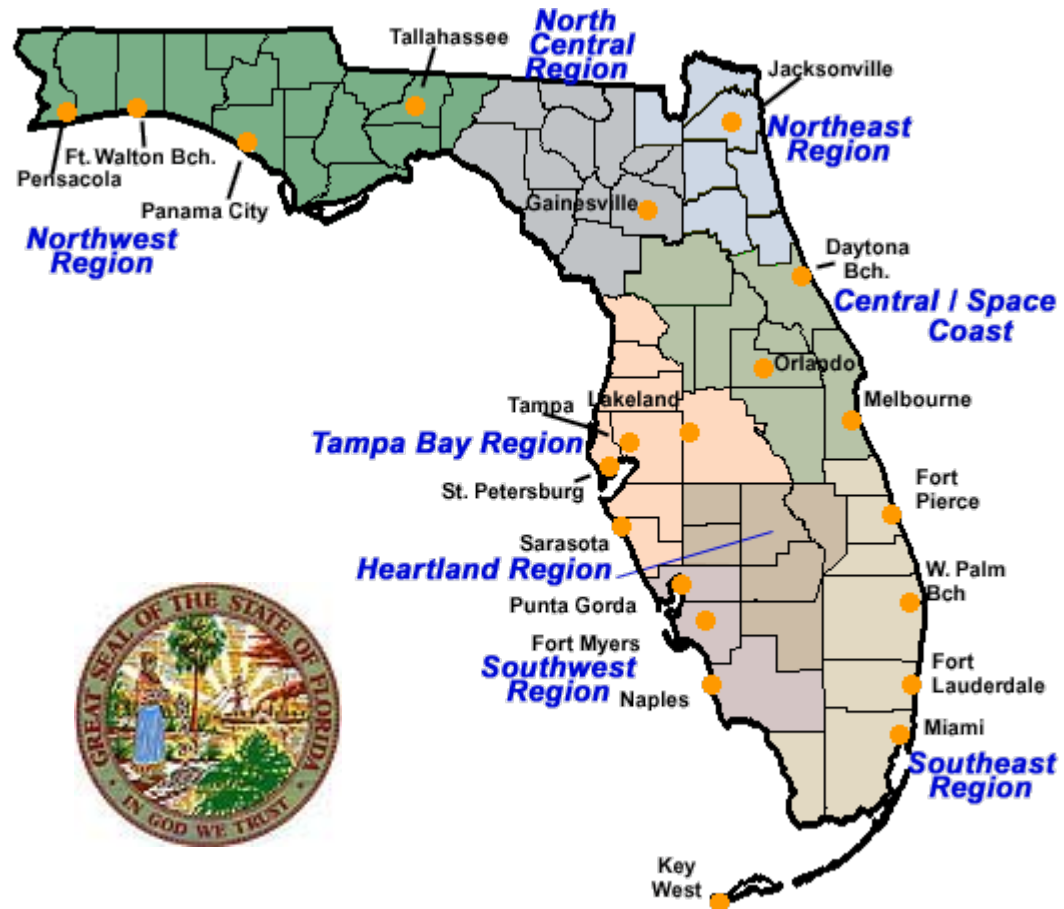


Sectors Targeted for Economic Development

- **Aviation/Aerospace**
- **Defense & Homeland Security**
- **Financial and Professional Services**
- **Information Technology** (including IT Products & Services, Software Development, Modeling/Simulation/Training, Photonics/Lasers/Optics, Microelectronics, Telecommunications)
- **Life Sciences** (including: Biotechnology, Medical Devices, Pharmaceuticals, Healthcare);
- **Manufacturing** (specialized and general)

Florida's Regions

- 67 counties
- Eight (8) distinct regions within the state, each with its own unique geographic, demographic, and economic characteristics.



Blocking & tackling - partnerships

Enterprise Florida has the lead on economic development issues, but works very closely with other key organizations to support the State of Florida:

- VISIT FLORIDA – tourism and marketing
- Workforce Florida – training and incentives
- Board of Governors – state university system
- EDO Partners - implementation of projects
- Space Florida



Florida in the Global Economy

- One of the most international US states.
- Global name recognition
- International business is one of Florida's most important industries, supporting one in eight jobs in the state (about a million Floridians).



International Office Network with access to 14 global markets including: Brazil, Canada, China, Czech Republic, Germany, Israel, Japan, Korea, Mexico, South Africa, Spain, Taiwan, the U.K. and Venezuela

A Global Leader in the 21st Century Space, Aerospace & Aviation Industry

- Florida: A Global Aviation Hub
 - The birthplace of commercial aviation
- World-Class Airports
 - Orlando, Tampa, Miami
 - Regularly achieve top customer satisfaction

A Global Leader in the 21st Century Space, Aerospace & Aviation Industry

- **Hemispheric Air Cargo Hub**
 - Close to 2.5 million tons of air cargo pass through Florida's airports annually
- **General Aviation**
 - 14,000 general aviation aircraft based in Florida
 - 112 public use community airports (account for 85% of all aircraft operations in Florida)

Air Show Leader

Farnborough Air Show



- 24 Participating Corporations
 - \$41.8 Million in sales

Florida Aviation Aerospace Industry



- Paris Air Show
- Singapore Air Show
- Dubai International Aerospace Exposition
- Athens

Enhancement of Florida's Competitiveness in Aviation, Aerospace & Aeronautics

- **Implementation of the Space Florida Act, Proposed Enterprise Florida Activities**
 - **Objectives:**
 - **Work with space and aerospace companies to attract and retain high paying jobs to Florida, expanding the industrial base.**

Enhancement of Florida's Competitiveness in Aviation, Aerospace & Aeronautics

- **Actively recruit, retain, and support expansion of space and aerospace foreign direct investment.**
- **Provide feedback to the Space Florida partnership and institutes of higher learning, identifying potential “sweet spots” in applied research leading to technology transfer and commercialization.**
- **Identify skill set & training needs for Florida businesses.**



diversifying florida's economy